

State of California
Business, Transportation and Housing Agency
Department of Transportation

MODAL ISSUES
Business Plans for Pacific Surfliner,
San Joaquin, and Capitol
Intercity Rail Corridors
Information Item

Prepared by :
Warren Weber
Chief
Division of Rail
(916) 654-2944

CTC Meeting: May 9, 2002

Reference No: 5.1a

Original Signed By
ROBERT L. GARCIA
Chief Financial Officer
May 1, 2002

BUSINESS PLANS FOR
PACIFIC SURFLINER, SAN JOAQUIN AND CAPITOL
INTERCITY RAIL CORRIDORS

Pacific Surfliner and San Joaquin Business Plans for Federal Fiscal Year 2002-03

The Department of Transportation (Department) prepares the Pacific Surfliner and San Joaquin Business Plans in accordance with the Supplemental Report of the 2001 Budget Act that directs the Department to prepare a business plan for each intercity rail corridor it administers. These plans present the Department's short-term operational and capital plans for each corridor administered by the State for the next fiscal year. Long-range ten-year plans for State-supported rail passenger service in California are included in the California State Rail Plan 2001/02-2010/11, which was presented to the Commission at its February 2002 meeting.

Key elements in the Pacific Surfliner and San Joaquin Route Business Plans are summarized below:

Pacific Surfliner Route (San Luis Obispo –Santa Barbara - Los Angeles – San Diego)

Capital Improvements: Key accomplishments this year will include environmental and engineering work on run through tracks at Los Angeles Union Station. The Department will continue to implement track and signal projects to improve on-time performance, reduce running times and improve schedule reliability. Other major projects include triple tracking between Los Angeles and Fullerton, double tracking of bottleneck segments, and construction of a new maintenance facility in the San Diego area. The Department will work with Amtrak to implement Americans with Disabilities Act (ADA) improvements to ensure station accessibility for all riders, and to implement a new system of ticket vending machines.

Operating Improvements: The Department will initiate a program to facilitate transfers between commuter and intercity rail systems. The Department will continue to work with Amtrak to provide a more frequent, faster and more reliable level of service to increase ridership and revenues. Marketing efforts will include development of strategically targeted fare promotions to increase ridership and

revenues, and implementation of promotions to make riders aware the benefits of the new equipment. The Department will work with Amtrak and other railroads to improve on-time performance and reliability, to identify areas for cost savings, and to monitor feeder bus performance.

Performance Measures: In the prior year, FFY 2000-01, total route ridership of 1,716,370 was above the standard of 1,676,000 by 2.4 percent. The farebox (revenue to cost) ratio was 54.2 percent (1.8 percentage points higher than the standard of 52.4 percent).

In the current year, FFY 2001-02, based on the Amtrak annual service contract with the Department, a ridership increase to 1,732,500 is projected, with revenues from passengers projected to increase by 12.5 percent to \$23,500,000. However, based on actual year-to-date FFY 2001-02 data (for ridership data – October 2001-March 2002, for revenue data - October 2001-January 2002), we project ridership will increase by 6.4 percent over the prior year to 1,826,218, and revenue will increase by only two percent to \$21,296,000. The lower than projected revenue appears to be the result of increased use of monthly passes, 10-ride tickets, and increased use of marketing discounts at off-peak periods.

In the Plan year, FFY 2002-03, ridership is projected to increase from the prior year standard by 8.0 percent to 1,870,900, and revenues to decrease from the prior year standard by 1.9 percent to \$23,045,000. The FFY 2002-03 standards were developed by Amtrak, and are based on the most current ridership and revenue data.

San Joaquin Route (*Bay Area – Sacramento – Fresno – Los Angeles*)

Capital Improvements: Key accomplishments for the Plan year include start of construction on three key double track segment projects (Stockton to Escalon, Calwa to Bowles near Fresno and Shirley to Guernsey near Hanford). Additionally, the Department will continue environmental clearance and design of 9.8 miles of double track from Pittsburg to Oakley, continue to work on the new Oakland Maintenance Facility, and commence construction on a new Stockton station. Also, the Department will work with Operation Lifesaver to improve grade crossing safety and close grade crossings where possible.

Operating Improvements: The key service improvement in 2001-02 was the start of the new sixth train on the route on March 18, 2002, operating between Sacramento and Bakersfield. The Department will continue to work with Amtrak to coordinate schedules and improve connections with other Amtrak train services. Marketing programs will be geared to specific groups with a high likelihood of using the train such as seniors, Hispanics, families and college students. The Department will work with Amtrak and the railroads to improve on-time performance and reliability; monitor feeder bus performance; and improve checked baggage service and use.

Performance Measures: In the prior year, FFY 2000-01, ridership of 712,063 was below the standard of 732,400 by 2.8 percent, the farebox (revenue to cost) ratio was 45.6 percent (1.4 percentage points below the standard of 47 percent). In the current year, FFY 2001-02, a ridership increase of 10.5 percent to 787,000 is projected, with revenues from passengers increasing by 15.5 percent to \$22,945,000. In the Plan year, FFY 2002-03, ridership is projected to increase by 7.7 percent to 847,800 and revenues by 3.0 percent to \$23,637,000.

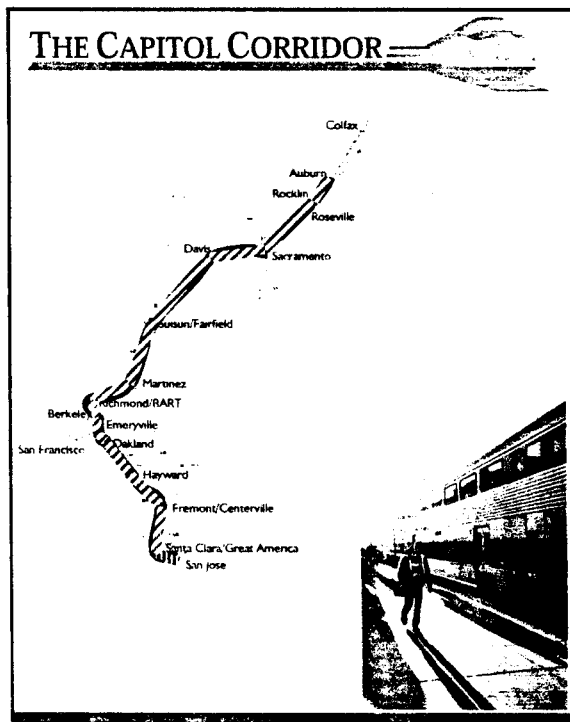
Capitol Corridor Business Plan Update FY 2002/03 and FY 2003/04

The Capitol Corridor will present their Business Plan Update for FY 2002/03 and FY 2003/04.

Capitol Corridor FY 2002-03 - FY 2003-04 Business Plan Update

Presented to:
California Transportation Commission
Sacramento
May 9, 2002

Presented by:
Eugene K. Skoropowski, Managing Director
Capitol Corridor Joint Powers Authority



-The Route-

- The 170 mile route includes 15 train stations and can be thought of in three sections:

Auburn to Sacramento

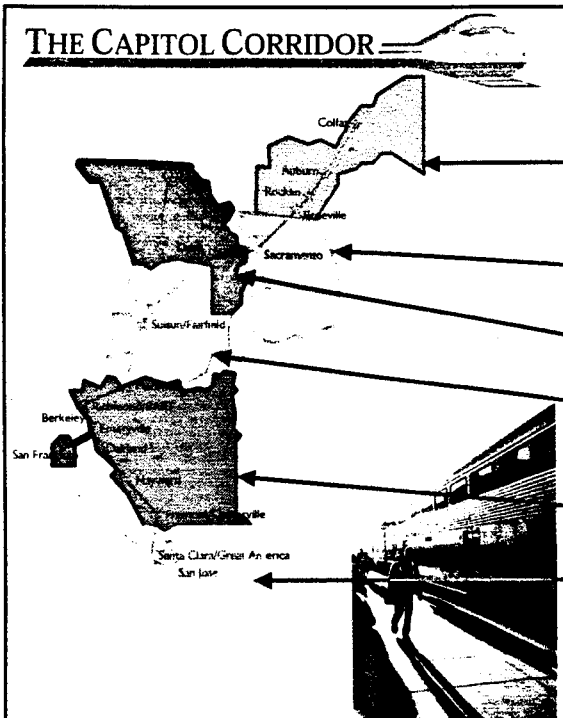
Sacramento to Oakland

Oakland to San Jose

The majority of the train route is owned and dispatched by Union Pacific Rail Road (UPRR)

2.5 miles in the southern route is owned and dispatched by Caltrain

THE CAPITOL CORRIDOR



The map shows the Capitol Corridor route from Colusa in the north to San Jose in the south. Key locations marked include Colusa, Auburn, Rocklin, Roseville, Sacramento, Susanville, Berkeley, San Francisco, and Santa Clara/Great America. Arrows point from these locations to the list of member agencies on the right.

The CCJPA is:

- Placer County Transportation Planning Agency
- Sacramento Regional Transit District
- Yolo County Transportation District
- Solano County Transportation Authority
- BART (also Managing Agency to CCJPA)
- Santa Clara Valley Transportation Authority (VTA)

CCJPA Responsibilities

- Oversee daily train and connecting bus operations
- Contracts for operations (Amtrak), track construction/design (UPRR), and marketing support
- Supervise Amtrak's maintenance of rolling stock
- Work with Amtrak and UPRR on dispatching, capacity planning, and railroad-related issues
- Develop and implement annual operating and marketing strategies with member agencies
- Prepare and update capital improvement plans
- Secure State funding for the CCJPA's annual operating, marketing, and administrative costs
- Provide high-quality and responsive public service

<div> <div>THE CAPITOL CORRIDOR</div> <div>Amtrak</div> </div> <div>Summary of Three Years of CCJPA Management</div>				
Performance FFY98-99 to FFY00-01				
	RIDERSHIP	REVENUE	REVENUE - TO - COST RATIO	TRAIN COST PER PASSENGER MILE
<div> <div>3 years of CCJPA management</div> <div></div> </div>	FFY 00-01	132% improvement 1,075,000	87% improvement in 36 months \$11.69M	37% improvement in 36 months 41%
		+40%	+26%	+14%
				-22%
	FFY 99-00	748,000	\$9.12M	34%
		+41%	+25%	+14%
				-21%
	FFY 98-99	544,000	\$7.31M	31%
	FFY 97-98	443,000	\$4.25M	30%
	(prior to CCJPA transfer)			

Today's Service

(Since April 2001)

- 18 daily trips between Sacramento and Oakland
- 8 weekday trips between Oakland and San Jose
- 2 daily trips between Auburn and Sacramento
- On weekends, there are 12 trips between Oakland and San Jose

How's Business?

THE CAPITOL CORRIDOR

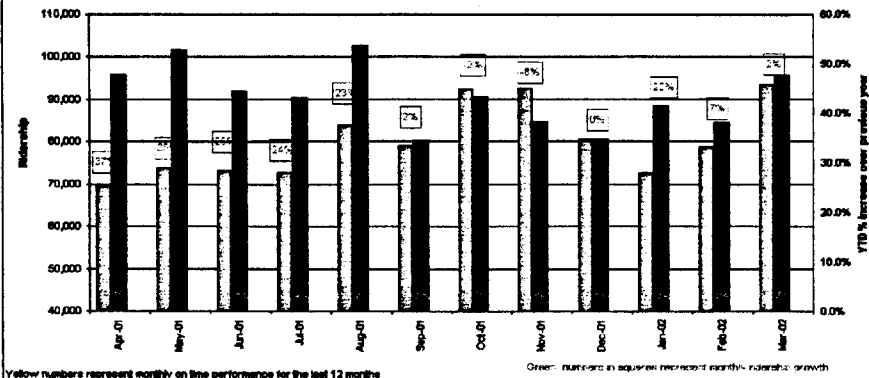
Ridership

CLARK • SCHWAB • SUG • SUGARHILL • SUTTER • SUTTER/ROSEVILLE • SUTTER • SUTTER/ROSEVILLE • SUTTER

Capital Corridor Performance
Ridership Trends
FFY 02 vs. FFY 01

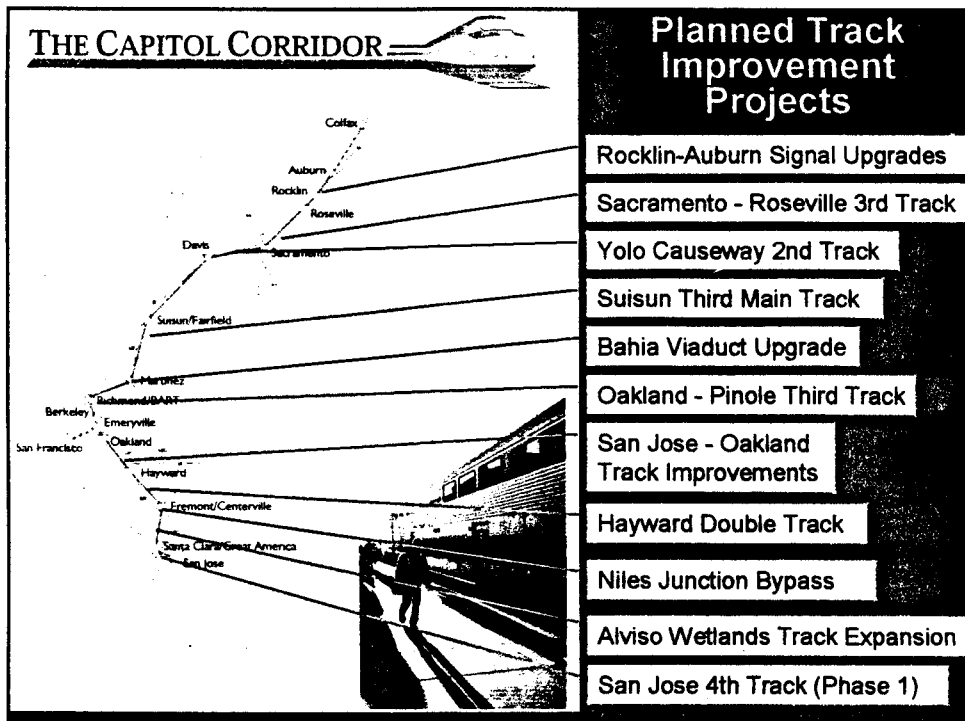
13.0% Overall 12-Month Growth
64.2% Overall Prior 12 Month Growth Period

Ridership Last 12 Months=1,087,595
Ridership Prior 12 Month Period=862,862



Vision for the Service

- With a \$549M CIP, position the service as the 'preferred means' of travel along the corridor
- Provide hourly service (32 trains a day) along corridor by 2005 (8 to/from Auburn, 20 to/from Roseville)
- Utilize our working partnerships with local communities, the State of California, Amtrak, and UPRR



Successes

- Increased Ridership/Revenues: Continue to set records for ridership and revenue despite economic downturn.
- Transit Connectivity: Expansion of CCJPA Transit Transfers to get passengers conveniently to their destinations (i.e. TransLink, internet trip planning).
- Operating Improvements: Through customer feedback, adjusting train schedules (improve farebox ratio) and installing real-time message signs (at platforms and on internet).

Business Plan Service Features

<u>Service Area</u>	<u>2002-03</u>	<u>2003-04</u>
Oakland-Sacramento	22	24
Oakland-San Jose	14	22
Sacramento-Roseville	6	8
Roseville-Auburn	4	4
State/CCJPA Operating Costs	\$26.9 M	\$29.8M

Amenities

- Quiet Car (Spring 2002)
- Real Time Message Signs (December 2002)
- Business Class Car (late Summer 2002)

Business Partnerships

THE CAPITOL CORRIDOR

JOINT POWERS AUTHORITY

CALIFORNIA HIGH-SPEED RAIL AUTHORITY

Strong California into the Future

**Local
Communities**

**Regional
Planning
Organizations**



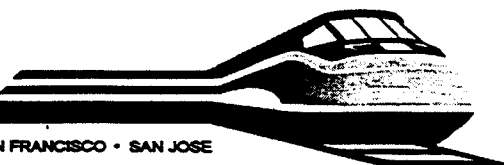
**Local Transit
Agencies**

AMTRAK

Customers

THE CAPITOL CORRIDOR

COLFAX • SACRAMENTO • DAVIS • SUTTER / FAIRFIELD • MARTINEZ • OAKLAND / SAN FRANCISCO • SAN JOSE



PASSENGER RAIL AND FEEDER BUS SERVICE FY 2002-03 – FY 2003-04 BUSINESS PLAN UPDATE



The CAPITOL CORRIDOR



Prepared by

Capitol Corridor Joint Powers Authority

Prepared for

State of California

Business, Transportation and Housing Agency

April 2002

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EXECUTIVE SUMMARY

This Business Plan Update modifies the Capitol Corridor Joint Powers Authority's (CCJPA) FY 2001-02-FY 2002-03 Business Plan Update submitted to the Secretary of the Business, Transportation and Housing Agency (BT&H) in April 2001. **The CCJPA's goal is to increase service levels to eleven (11) daily round-trip trains in FY 2002-03 and increase to twelve (12) daily round-trip trains in FY 2003-04 on the Capitol Corridor route (San Jose-Oakland/San Francisco-Sacramento-Auburn).** This Business Plan Update identifies the service and capital improvements that steadily expand upon the successful ridership growth experienced over the last three fiscal years. Ridership surveys and customer feedback have been instrumental in developing this market-based Business Plan Update, that complies with Chapter 263 that allowed for the transfer of the Capitol Corridor Service to the CCJPA effective July 1, 1998.

The CCJPA is comprised of six (6) rail transit or transportation agencies with responsibility for transportation along the eight county Capitol Corridor Service area:

- Placer County Transportation Planning Agency
- Solano County Transportation Authority
- Yolo County Transportation District
- Sacramento Regional Transit District
- San Francisco Bay Area Rapid Transit District
- Santa Clara Valley Transportation Authority

The elected officials of the six member transportation agencies within the Capitol Corridor (see Figure 1-1) represent the governing board of the CCJPA. As administrator of the Service, the CCJPA's primary focus is the continuous improvement of the Capitol Corridor Service through cost management, revenue enhancement and customer service to deliver safe, reliable, frequent, high-quality passenger rail service that is a viable transportation alternative to the congested I-80 and I-880 highway corridors.

The Capitol Corridor Service began in December 1991 with three daily round trip trains between San Jose and Sacramento. The CCJPA, since assuming management responsibility in October 1998, has and will continue to expand the Capitol Corridor Service. Beginning in October 1998, utilizing four (4) trainsets, service was increased to five (5) daily round trips; in February 1999 service increased again to six (6) daily round trips; in February 2000 service was increased to seven (7) daily round trips. In April 2001 service was increased to nine (9) daily round-trip trains by obtaining two additional State-owned trainsets for the Northern California pool (Capitol Corridor and San Joaquin Services).

The FY 2001-02 - FY 2002-03 Business Plan Update included expansion plans for the 10th and 11th round trip trains to begin service in FY 2001-02. Due to continuing financial constraints on the State due to an economic slowdown, the Draft State budget for FY 2002-03 includes funding to support the current 9 daily round trips. The Draft State FY 2002-03 budget is revised in May 2002. At that time the CCJPA will work with the legislature to secure supplemental funding to increase to an 11-train daily round trips in FY 2002-03. After the State's investment of \$120 million to obtain track capacity between Sacramento and Oakland and to purchase of rolling stock, the Capitol Corridor is requesting approximately \$2.5 million in operating funds to support the 10th and 11th daily round trips. In FY 2003-04, the CCJPA's goal is to provide 12 daily round trip trains (present rolling stock is sufficient for this level of operation). Each prior increase in train service has seen a correspondingly greater increase in passenger ridership. For the next two fiscal years the anticipated service levels and preliminary CCJPA operating expenses are as follows:

FY 2002-03	FY 2003-04
Oakland to Sacramento: weekdays, eleven (11) round trip trains; Oakland to San Jose: a minimum of seven (7) daily round trip trains; Roseville to Sacramento: up to three (3) daily round trip trains; and Auburn to Sacramento: up to two (2) daily round trip trains.	Oakland to Sacramento: weekdays, at least twelve (12) round trip trains; Oakland to San Jose: up to eleven (11) weekday round trip trains; Roseville to Sacramento: up to four (4) daily round trip trains; and Auburn to Sacramento: up to two (2) daily round trip trains.
\$26,896,000	\$29,814,000

Beginning in late 2001 the State received additional sets of rail equipment (rail cars and locomotives) which provides for a total of seven (7) complete trainsets; sufficient equipment for 12 daily round trip trains.

Performance standards have been developed for the Capitol Corridor Service to provide a basis to continue to improve usage (ridership), improve cost efficiency (farebox ratio), and provide a high-quality transportation service to passengers (on-time performance). The 8th and 9th round trip trains were added in late April 2001. Following are summaries of key performance indicators:

- Capitol Corridor became the 3rd busiest intercity passenger rail corridor in the U.S.
- Ridership growth of 13% over the last 12-month period.
- Revenue increased by 28% comparing FY 1999-2000 with FY 2000-01.
- Farebox recovery ratio improved 14% to reach 41% for FFY 2000-01 (up from 36% in FFY 1999-2000)
- Net train cost decreased 22% from FFY 1999-2000 to reach \$0.21 per passenger mile for FFY 2000-01

Recently, on-time performance has noticeably improved from the previous fiscal year but did not achieve the 90% standard. The CCJPA has increased its role in working with Amtrak Maintenance staff, which has resulted in a significant decrease in equipment failure delays. In addition, improving communication procedures have reduced bridge-opening delays. Better on time performance will lead to the ability to reduce scheduled running times especially when additional capital projects are completed.

The CCJPA, working with the State and Amtrak, develops performance standards for upcoming federal fiscal years. The table below presents the standards and results for the operation of the service in the past (FFY 2000-01 and FFY 2001-02 through January 2002/March 2002) as well as the standards for the two upcoming fiscal years. The standards developed for future years reflect the CCJPA continued commitment to increase the ridership, implement cost efficiencies, and improve on-time performance.

Performance Standard	FFY 2000-01			FFY 2001-02			FFY 2002-03	FFY 2003-04
	Actual	Standard	Variance	Actual	Standard	Variance	Standard	Standard
Route Ridership	1,073,419	897,400	19.6%	524,639 (through March 2002)	1,264,200 (through March the standard is 622,900)	-15.7%	1,469,100	1,714,700
Farebox Return (train and feeder bus)	40.7%	35.0%	16.3%	36.2% (through January 2002)	39%	-2.8%	37%	38%
On-Time Performance	77.8%	90%	-15.7%	85.4% (through March 2002)	90%	-4.6%	90%	90%

In this document, the CCJPA has identified a \$549 million CIP over the next twenty-five years that will:

- improve service reliability/train on-time performance;
- add track capacity;
- renovate or add stations; and,
- increase passenger information and convenience.

Each action in this Business Plan Update will contribute to the CCJPA's overall management of the passenger train and feeder bus service as a transportation product in a highly competitive travel market. The CCJPA's marketing strategies for FY 2002-03 and FY 2003-04 include targeting under utilized markets, improving the transfers with connecting train and transit services, and raising the awareness of the train service in local communities. A long-term Vision Plan, released in April 2002, was developed by the CCJPA Board that will direct the CCJPA towards future intercity service enhancements. This Vision Plan has assisted in preparing this as well other future Business Plan Updates to allow the CCJPA to realize steady gains in ridership, revenue, and cost effectiveness by maintaining and strengthening partnerships with UPRR, local communities, riders/passengers, Amtrak, and the State of California.

1. INTRODUCTION

The purpose of this Business Plan Update is to modify the Capitol Corridor Joint Powers Authority's (CCJPA) FY 2001-02-FY02-03 Business Plan Update submitted to the Secretary of the Business, Transportation and Housing Agency (BT&H) in April 2001. **The CCJPA's goal is to increase service levels to eleven (11) daily round-trip trains in FY 2002-03 and increase to (12) daily round-trip trains in FY 2003-04 on the Capitol Corridor route (San Jose-Oakland/San Francisco-Sacramento-Auburn).** This service expansion plan by the CCJPA is consistent with Amtrak's 20-Year Planning Study (March 2001) and the State's Draft *California Rail Passenger Program Report* (December 2001), which identifies the CCJPA's goal of sixteen (16) round trips for the Capitol Corridor Service by FY 2008-09. This Business Plan Update has been developed in accordance with Chapter 263, which allowed for the transfer of the administrative management of the Capitol Corridor Service to the CCJPA effective July 1, 1998. Responsibilities for train operations commenced October 1, 1998.

As part of that transfer, the CCJPA is required to prepare an annual business plan, which shall, among other things, identify:

1. annual operating and marketing strategies;
2. capital improvement plans for the Capitol Corridor for that particular fiscal year; and
3. the funding request to the Secretary of BT&H for the CCJPA's annual operating, marketing and administrative costs for inclusion in the State budget proposal to the Legislature.

The CCJPA is comprised of six (6) rail transit or transportation agencies with responsibility for transportation along the eight-county Capitol Corridor Service area:

- | | |
|--|---|
| ▪ Placer County Transportation Planning Agency | ▪ Sacramento Regional Transit District |
| ▪ Solano County Transportation Authority | ▪ San Francisco Bay Area Rapid Transit District |
| ▪ Yolo County Transportation District | ▪ Santa Clara Valley Transportation Authority |

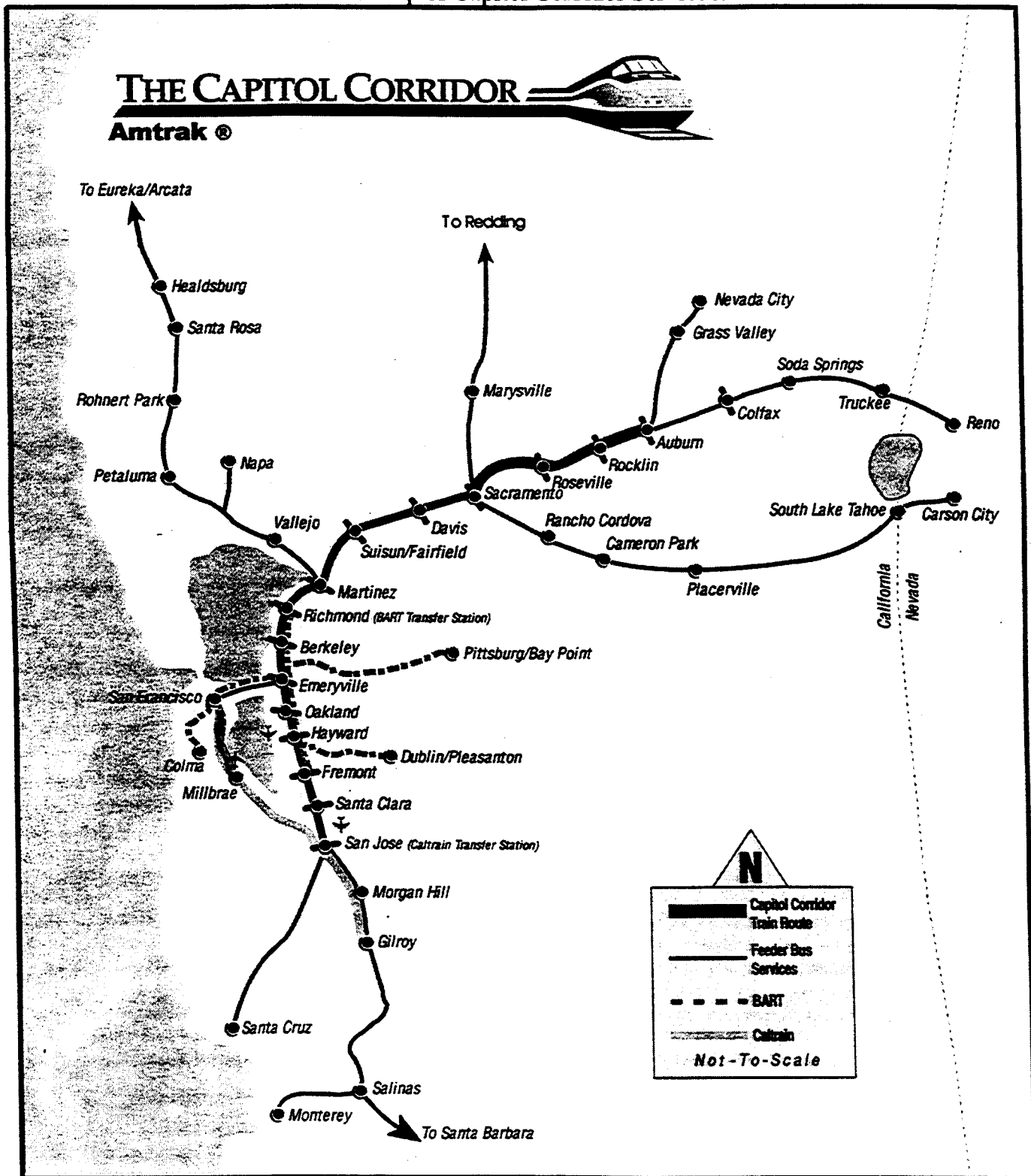
The elected officials of the six member transportation agencies within the Capitol Corridor Service area (see Figure 1-1) represent the governing board of the CCJPA. Ex-officio members of the CCJPA include the Metropolitan Transportation Commission and the Sacramento Area Council of Governments.

As the administrator for the Capitol Corridor Service, the CCJPA's duties and responsibilities include the following during FY 2002-03 (July 1, 2002 - June 30, 2003) and FY 2003-04 (July 1, 2003 – June 30, 2004):

- oversight of the day-to-day train operations by entering into an operating agreement with the contract operator, currently the National Railroad Passenger Corporation (Amtrak);
- working with Amtrak to make changes to the current contract to gain efficiencies that will be used to enhance the service (CCJPA also has the option to select another qualified operator);
- oversight of rolling stock maintenance (passenger cars and locomotives) for equipment assigned to the Capitol Corridor and the San Joaquin Corridor, as performed by Amtrak;
- oversight of the Capitol Corridor Service dedicated feeder bus system, which is subcontracted to private bus operators through the Amtrak contract; and,
- working with Amtrak and the UPRR on dispatching, project engineering/construction, and railroad-related issues.

The Capitol Corridor Service stops at sixteen (16) stations along the 170-mile rail corridor connecting Placer, Sacramento, Yolo, Solano, Contra Costa, Alameda, San Francisco and Santa Clara Counties. The train service parallels the I-80 corridor between Sacramento and Oakland and I-880 between Oakland and San Jose. The Capitol Corridor route ties communities together via an extensive, dedicated motorcoach network that insures a connection between the buses and trains to assist passengers traveling beyond the train station.

Figure 1-1
Map of Capitol Corridor Service Area



GWR03331.cdr (9/9/99)

Both existing and planned Capitol Corridor Services are being developed with input from the riders, private sector interests (such local Chambers of Commerce), public sector stakeholders (such as local transit agencies), as well as the partners who have a role in the delivery of Capitol Corridor Service - Amtrak, the UPRR, Caltrans and the collective communities comprising the Capitol Corridor Joint Powers Authority. A top priority of the CCJPA is the continued cultivation of a strong partnership with all entities interested in the development of a cost-effective, viable and useful intercity rail service. To that end, the CCJPA Board has completed a Vision Plan in April 2002 that will guide future service enhancements for the next five years and beyond.

2. HISTORICAL PERFORMANCE OF THE SERVICE

The State and Amtrak initiated the Capitol Corridor Service on December 12, 1991, with three (3) daily round trip trains between San Jose and Sacramento. In April 1996 a fourth roundtrip train was added between Sacramento and Oakland.

As shown below, the CCJPA, since assuming management responsibility for the Capitol Corridor Service in October 1998, has steadily increased service supported by additional delivery of trainsets, which has resulted in steady, significant growth in ridership and revenues:

- In October 1998 the CCJPA, utilizing four (4) trainsets, increased service to five (5) daily round trips;
- in February 1999 utilizing the same trainsets, service was increased to six (6) daily round trips;
- In February 2000, utilizing the same four trainsets, service was increased to seven (7) daily round trips;
- In late April 2001, utilizing two additional trainsets (a total of six trainsets), service was increased to at nine (9) daily round-trip trains. With this level of service, for the first time, the Capitol Corridor Service carried over a million riders during a twelve-month period

The CCJPA receives funding from the State through the Interagency Transfer Agreement (ITA) and in turn contracts the operation of the Capitol Corridor Service to Amtrak, who operates Capitol Corridor trains on UPRR tracks through Amtrak's operating agreement with the UPRR. As a partner, Amtrak funds a portion of the train operating cost as part of its operating agreement with the CCJPA for the contracted operation of the Capitol Corridor Service. Amtrak also manages the contracts for dedicated feeder bus routes 20, 21, 22, and 23 under the direction of the CCJPA. The CCJPA provides operating and management policy on capital and operating funds, fares, service levels, equipment maintenance, schedules, marketing and business planning for Capitol Corridor trains as part of the State's intercity rail system.

Appendix A presents an overview of the historical ridership and fiscal performance of the service since its initiation in December 1991.

3. OPERATING PLAN

The goal of the CCJPA's service expansion is to add future service that will meet the transportation demand of more Northern Californians by matching their travel needs within an expanded level of scheduled hourly service. The substantial ridership increases gained with each increase in daily round trips from five to nine made the service more convenient, timely, and a viable alternative to driving along the heavily congested freeway corridors. The draft FY 2002-03 State Budget caps the Capitol Corridor train service at the current level due to financial constraints and a stagnant economy. The CCJPA is working with its partners to expand service in FY 2002-03 from the current 9-train service to the eleven (11) daily round trip service plan, and to then expand to twelve (12) round trips in FY 2003-04. With the delivery of new rolling stock (see Section 7) to support these service expansion plans, funding these

service increases will build upon the already impressive trend in ridership growth and begin to offer real “corridor” type frequency designed to attract riders.

To supplement the connecting motorcoach service, the CCJPA, utilizing the capabilities of its member agencies as local/regional transportation providers, is working to improve intermodal connections between local public transportation systems and Capitol Corridor trains, which will offer more options for mobility in the corridor. Currently, the Capitol Corridor Service connects with (1) the BART rapid transit system in Richmond, (2) the Caltrain Service (Gilroy-San Jose-San Francisco) at San Jose-Diridon Station, and (3) the Altamont Commuter Express service (ACE) (Stockton-San Jose) at the Fremont-Centerville, Great America-Santa Clara and San Jose-Diridon stations. The Capitol Corridor Service in connection with the local public transportation services previously cited cover the second largest urban service area in the Western United States.

Beyond these shared stations, the CCJPA is working to provide direct intermodal connections with the light rail systems in Sacramento and Santa Clara Valley and with BART at the Oakland Coliseum/Airport Station, which is adjacent to the planned Capitol Corridor train station (to be under construction by December 2002). To facilitate transfers between the Capitol Corridor and BART at the Richmond Station, the CCJPA provides discounted BART tickets for sale on the train (a \$5 ticket costs \$4 on the train). A transit transfer program between the Capitol Corridor train and local transit connections was initiated with AC Transit in Alameda and Contra Costa counties and Sacramento Regional Transit District (bus and light rail services) in late April 2001. In February 2002, this free transfer program was expanded to include the Central Contra Costa Transit Authority (County Connection) bus transit service, which meets Capitol Corridor trains at Martinez. The CCJPA will pursue opportunities to provide more cost effective and convenient feeder bus service not only with the Amtrak Thruway Motorcoach service but also with other shuttle services provided by ACE and Santa Clara VTA.

The CCJPA's current operating plan for FY 2001-02 maintains the nine (9) daily round trip train service that was put in place in April 2001 that provides:

- Oakland to Sacramento: nine (9) daily round trip trains;
- Oakland to San Jose: four (4) weekday and six (6) weekend round trip trains; and,
- Sacramento to Auburn via Roseville: one daily round trip train.

In early 2002 the State received additional sets of rail equipment (rail cars and locomotives) providing a total of seven (7) complete train sets for the Capitol Corridor; sufficient equipment to operate up to a 12 daily round trip service. The rolling stock availability provides the ability to provide well maintained, clean vehicles for customer use while also preserving enough equipment to meet the daily service needs for the San Joaquin Corridor trains.

FY 2002-03. The CCJPA's operating plan at the outset of FY 2002-03 will be the 9-train service plan started on April 29, 2001 with the goal to expand service to include the addition of the 10th and 11th round trip trains by October 2002. This phased increase of service will utilize the 7 sets of train equipment but will require additional train crews and resources to operate the train frequencies. Subject to approval from UPRR, the expected service plan will be:

- Oakland to Sacramento: eleven (11) round trip trains;
- Oakland to San Jose: seven (7) daily round trip trains (increases in service pending completion of track work in this section – once completed, the UPRR will allow seven (7) daily round trips);
- Roseville to Sacramento: a minimum of three (3) daily round trip trains; and
- Auburn to Sacramento: up to two daily round trip trains.

FY 2003-04 The initial operating strategies identified for FY 2003-04 include the addition of a 12th train by October 2003. The seven (7) train sets acquired in early 2002 are sufficient to support 12 daily round trips. The expected service plan will provide for:

- Oakland to Sacramento: twelve (12) round trip trains;
- Oakland to San Jose: up to eleven (11) round trip trains;
- Roseville to Sacramento: a minimum of four (4) daily round trip trains; and
- Auburn to Sacramento: up to two daily round trip trains.

Special Event Trains (FY 2002-03 – FY 2003-04). In addition to the operating plans and strategies for daily Capitol Corridor Service, the CCJPA will continue to pursue opportunities to provide special event trains which, when properly served, are cost-effective where revenues are greater than the resulting incremental costs either directly or as the result of a targeted promotion. The CCJPA is currently evaluating the possibility of, during FY 2003-04, initiating winter weekend service to Truckee, California and/or Reno, Nevada to serve the Northern California/Nevada winter ski market.

Other special event trains that the Capitol Corridor Service could serve are events such as:

- Major sporting events (e.g., (Oakland) Raiders, Warriors and A's and (San Jose) Sharks games);
- Community festivals (e.g., the Sacramento Memorial Day Weekend Jazz Festival);
- Seasonal excursion services (e.g., Reno and Monterey weekend markets);
- Sesquicentennial and historic special events (e.g., World Gold Panning Championships);
- Year-round tourism excursion services (e.g., Gold Country exploration); and
- Other events to be determined.

4. SHORT-TERM AND LONG-TERM CAPITAL IMPROVEMENT PROGRAMS

The Capitol Corridor Service shares the railroad tracks and right-of-way with freight rail as well as other passenger rail services. All users of the railway anticipate an increase in their service, which would result in more congestion in the future. Existing and future coordination with other passenger rail and transit services (e.g., ACE, Caltrain, San Joaquins, Santa Clara VTA, etc) has been and will continue to be instrumental in ensuring effective implementation of capital projects. The investments in track and signal improvements will add capacity to allow all railway users to share the same right-of-way more efficiently. It will also ensure greater reliability and passenger satisfaction, allow for all Capitol Corridor trains, including the future additional trains, to consistently arrive according to schedule. Working with UPRR, Amtrak, and the State of California the CCJPA will implement the Capital Improvement Program (CIP) to improve the existing track infrastructure and represent the next breakthrough in making the Capitol Corridor Service the preferred means of travel along the I-80 and I-880 corridor. The implementation of programmed and planned future CIP projects is integral to the success and viability of CCJPA's service expansion.

Within the CIP there are several levels of distinction. First there are capital improvements that have been completed or are underway. Since the inception of the service, over \$545 million has been invested in the Capitol Corridor to purchase rolling stock, build and renovate stations, upgrade track and signal systems for added trains, reduce travel times, and construct train maintenance and layover/storage facilities (see Appendix B, Completed or Underway Projects). These capital investments have been the foundation for the initiation and the continuation of the Capitol Corridor Service. With the recent increases in passenger and freight rail traffic there are, however, deficiencies in train-delay and a limited ability to increase train frequency. Future capital investment is required to overcome these deficiencies.

This next layer of the CIP addresses those deficiencies by targeting appropriations and/or allocated funds towards the projects that will improve the performance, efficiency, and operations of the Capitol Corridor Service as well as reduce travel time. The funding sources for these improvements are from the Governor's Traffic Congestion Relief Program (TCRP – June 2000), the 2000 State Transportation Improvement Program (STIP) and the pending 2002 STIP, discussed in the short term CIP. The following presents the programmed CIP under the applicable fund source:

Traffic Congestion Relief Program: Provides the CCJPA with \$25 million in capital funds for:

- Constructing Emeryville station and track/terminal improvements in 2001-2002 (\$4.9 million).
- Constructing the Harder Road Undercrossing project (allocated, see Appendix B) in 2000-2001 (\$0.6 million).
- Implementing San Jose to Oakland travel time reduction improvements in 2001-2002 (\$19.5 million).
- Completing design and environmental processes with the Oakland Jack London Square Embarcadero Improvements in 2003-04 (\$1.75 million).

In addition, the City of Hercules received TCRP funds for the development of a Hercules train station. While the CCJPA has not formally adopted a service plan to stop Capitol Corridor trains at this proposed station, the CCJPA is a member of the project development team, which includes UPRR, Amtrak, and the City of Hercules.

2000 STIP: \$9.3 million from the Interregional Improvement Program (IIP) of the 2000 STIP was programmed for projects on the Capitol Corridor in December 2000:

- \$4.6 million to complete the design/engineering for the 4th track between Santa Clara and San Jose and for the track and station upgrades to the San Jose–Diridon Station in 2001-2002 (\$2.7 million in local matching funds).
- \$1.0 million to expand the passenger platform waiting area, improve access and circulation, and add parking at the Great America/Santa Clara Station in Silicon Valley in 2002 (\$600,000 in local matching funds).
- \$2.2 million to complete the design/engineering for the second mainline track along the Yolo Causeway rail viaduct and related track/signal improvements, which will reduce travel times, improve reliability, and allow for added passenger and freight trains along this constrained section of the route in 2001-2002.
- \$1.5 million to complete phases 1 and 2 of the Martinez Intermodal Station by constructing the station tracks and passenger platforms in 2001 (\$700,000 in matching 2000 STIP Regional Transportation Improvement Program (RTIP) funds).

Short-Term Capitol Corridor Capital Improvements

FY 2002-03: The next imminent portions of the CIP are those capital investments programmed in FY 2002-03. The FY 2000-01 State Budget includes a direct allocation \$20.6 million in funds for the construction of the second mainline track along the Yolo Causeway rail viaduct and related track/signal improvements. The project will improve on-time performance and reduce the constraints this single-track segment presents for passenger and freight rail operations on an otherwise two-track railroad. These construction funds are being advanced to expedite this critically needed project since design/engineering work by UPRR began in April 2001 using 2000 STIP IIP funds.

Apart from direct allocations, the primary funding source is the 2002 STIP. The proposed 2002 STIP IIP funded projects (listed below) include the remainder of the FY 2002-03 CIP. It is anticipated that the California Transportation Commission will adopt the 2002 STIP in April 2002.

2002 STIP: To support and expand the \$9.3 million from the 2000 STIP IIP the following projects are proposed for 2002 STIP:

- \$4.2 million to complete construction of the Emeryville Parking Garage (\$6.6 million in local matching funds).
- \$2.0 million to expand design and construct the complete elements of the Richmond Intermodal Transfer Station (\$2.1 million in 2002 RTIP matching funds).
- \$17.9 million to construct Phase One of the 4th track between Santa Clara and San Jose and for the track and station upgrades to the San Jose–Diridon Station (\$48.3 million in local and other matching funds).
- \$1.25 million to design and construct the Bahia viaduct track and bridge upgrade (\$1 million in RTIP matching funds).
- \$3.53 million for the final design and engineering of the Sacramento to Roseville Track Upgrade (\$3 million in RTIP matching funds plus \$450,000 in prior RTIP and IIP funds).
- \$1.205 million for the design, engineering and construction of a second parking lot and access improvements at the Fremont Station in the City of Fremont (\$550,000 in local matching funds).

Long-term Capitol Corridor Capital Improvements

FY 2003-04 and Beyond: After the 2002 STIP IIP, the next funding cycle (following in even-numbered years) for State transportation funds is the 2004 STIP. The CCJPA will begin developing its list of 2004 STIP projects in mid-2003. The CCJPA will also work with Amtrak and other funding agencies to seek potential new federal funding sources that are being evaluated by the US Congress at this time. In anticipation of further capital investment in the system, the CCJPA, in partnership with Amtrak, Caltrans, and UPRR, has identified \$549 million CIP elements that will support the CCJPA service expansion plans while at the same time allowing for the increase of other passenger rail and freight service along the shared corridor. These elements are summarized in Table 4-1 and include future project cost estimates for a 25 year planning horizon:

A complete listing of capital project funding estimates and operational costs has been provided to the two regional Metropolitan Planning Organization (MPOs) in the Capitol Corridor Service area (the San Francisco Bay Area Metropolitan Transportation Commission, MTC, and the Sacramento Area Council of Governments, SACOG) for their inclusion in their respective Regional Transportation Plans (RTPs). Each RTP includes a projection of anticipated projects and cost estimates for a 25-year planning horizon.

Where possible CCJPA will share the cost and coordinate with other rail and transit services with respect to station or track projects. The projects that comprise the long-term CIP (the same as submitted to the MPOs) include projects that will be partnership-funded, among the participating entities, and projects that the CCJPA will fund alone.

Table 4-1

Long-Term Capital Improvement Categories

CIP Category	Cost	Location
Track Improvements	\$366 million	<ul style="list-style-type: none"> ▪ Auburn to Reno Track Upgrade Feasibility Study ▪ Bahia to Mikon Track and Signal Improvements ▪ Sacramento River Bridge Replacement ▪ Suisun Bay Bridge Replacement ▪ Elvas Tower (Sacramento) - Roseville Third Track/Siding ▪ Niles Junction Bypass ▪ Suisun Third Main track ▪ Oakland to Pinole Third Main track ▪ Tolenas Lead Track ▪ Point Pinole to Ozol Curve Realignment ▪ Miscellaneous safety projects
Station Improvements	\$90 million	<ul style="list-style-type: none"> ▪ Oakland Jack London Square Station Capacity Improvements ▪ New Sacramento Station building construction ▪ Union City Station ▪ Hercules Station ▪ Vacaville/Fairfield Station ▪ Miscellaneous other station upgrades
Rolling Stock	\$93 million	<ul style="list-style-type: none"> ▪ Additional equipment for service expansion
TOTAL	\$549million	

5. PERFORMANCE STANDARDS AND ACTION PLAN

Service

The operation of the Capitol Corridor Service will continue to be successful if it is able to provide a cost-effective service while continuing to increase ridership. Ridership has been increasing substantially and will continue grow by (1) providing a high-quality transportation product that is competitive in terms of frequency, travel time, reliability, and price; and (2) increasing the frequency of train and feeder bus service to expand existing ridership markets to target new markets.

Performance Standards

Pursuant to SB 457, the Secretary of the Business, Transportation and Housing Agency (BT&H) established a set of uniform annual performance standards for all state-sponsored intercity passenger rail corridors for Federal fiscal years (FFYs) 97-98, 98-99, and 99-00. The CCJPA has developed the performance standards for the Capitol Corridor Service in subsequent years. These standards provided benchmarks for the administrators and operators of these intercity services to continue to increase usage (ridership), improve cost efficiency (farebox ratio), and provide a reliable transportation service (on-time performance). Table 5-1 illustrates the standards for prior FFY 2000-01, the current FFY 2001-02, and FFY 2002-03, and FFY 2003-04, the focus of this business plan update. Appendix C provides the measures to develop these standards.

Comparison of Actual to FFY 2000-01 standards

In April of 2001, the CCJPA working with the State, Amtrak, and UPRR added the 8th and 9th daily round trip train, which increased service by 28% over the prior seven-train plan. In addition, this plan included six weekend daily round trips between Oakland and San Jose as compared to four daily round trips operating on weekdays. This increase in service resulted in a 21% increase in State/CCJPA operating costs. The results of this level of service have proven spectacular:

- Capitol Corridor became the 3rd busiest intercity passenger rail corridor in the U.S.
- Phenomenal ridership growth of 41% for FFY 2000-01 for a total of 1,073,419 passengers, exceeding the business plan standard of 963,080 by 11.5%
- Revenue increased by 28%
- Farebox recovery ratio improved 14% to reach 40% for FFY 2000-01 (up from 36% in FFY 1999-2000)
- Net train cost decreased 22% from FY 1999-2000 to reach \$.21 per passenger mile for FY 2000-01

On-time performance is the only standard that the CCJPA did not meet for FY 2000-01. This substandard performance is primarily due to interruptions of timely service due to freight/passenger rail operations, drawbridge openings, and equipment failures during the summer portion of the year.

FFY 2001-02 Performance Standards and performance to date

The CCJPA, in cooperation with Amtrak and Caltrans, developed the FFY 2001-02 standards based on the ridership, revenue, and operating expenses identified in the current FFY 2001-02 CCJPA/Amtrak operating contract. These standards that are presented in Table 5.1, were modified, as necessary, to reflect the current operating contract between the CCJPA and Amtrak.

Ridership: Ridership for FY 2001-02 is below business plan projections. Ridership is at 524,639 from October 2001 to March 2002. This is 15.7% under business plan projections. The reasons for substandard performance are impacts of economic recession, which were further exacerbated by the terrorist attacks of September 11, 2001. The key ridership markets of Capitol Corridor, business and recreational travelers, have been severely affected by the current economic conditions which has had a similar effect on all sectors of the transportation and travel industry. Some positive trends have started to emerge; January 2002 ridership was up 22% compared to January 2001, up 7% in February 2002 when compared to February 2001, and up 2% in March 2002 when compared to March 2001. If this upward trend continues, the CCJPA may meet business plan projections that will be revised for the April 29, 2002 Amtrak national timetable changes. Over the last twelve months ridership has increased at an annual rate of 13% (see Appendix D).

On-time performance: On-time performance has noticeably improved from the previous fiscal year. To date, there have been fewer conflicts with freight and shipping operation, which requires delays for bridge operations. Over the past fiscal year, CCJPA and Amtrak staff have worked diligently with UPRR, and the US Coast Guard to minimize delays. In addition, the CCJPA has increased its role in working with Amtrak Maintenance staff, which has resulted in a significant decrease in equipment failure delays. When additional capital projects are completed, better on time performance leading to the ability to reduce scheduled running times can be expected.

Table 5-1

Performance Standards for Capitol Corridor Service ^(a)

Performance Standard	FFY 2000-01			FFY 2001-02			FFY 2002-03	FFY 2003-04
	Actual	Standard (b)	Variance	Actual (c)	Standard	Variance	Standard	Standard
Route Ridership	1,073,419	897,400	19.6%	524,639 (through March 2002)	1,264,200 (through March the standard is 622,900)	-15.7%	1,469,100	1,714,700
Farebox Return (train and feeder bus)	40.7%	35.0%	16.3%	36.2% (through January 2002)	39%	-2.8%	37%	38%
On-Time Performance	77.8%	90%	-15.7%	85.4% (through March 2002)	90%	-4.6%	90%	90%

(a) Identified in "Intercity Rail Passenger Rail Act of 1996 - Uniform Performance Standards Adopted" (Secretary of BT&H, December 31, 1997).

(b) CCJPA/Amtrak data for a service level of 7 daily round trips October-April 2001 and 9 round trips from May-September 2001.

(c) FFY 2001-02 actual and variance calculated year to date October 2001 through January, February, or March, 2002 for 9 daily round trips service.

(d) CCJPA/Amtrak projections for a service level of 11 daily round trips for FFY 2002-03.

(e) CCJPA/Amtrak projections for a service level of 12 daily round trips for FFY 2003-04

Farebox Ratio: For the period of October 2001 through January 2002, the farebox ratio was at 36.2%, slightly below the 39% standard measure due to ridership and revenue results in October 2001 through February 2002 that were below business plan standards.

FFY 2002-03 and FFY 2003-04 Performance Standards

Table 5.1 provides the preliminary performance standards for FY 2002-03 and FY 2003-04. Appendix C provides the measures that were used to develop the performance standards. These standards will be revised when more data for FFY 2002-03 and FFY 2003-04 becomes available.

FY 2002-03 and FY 2003-04 Action Plan

FY 2002-03 Action Plan. For FY 2002-03, the CCJPA will continuously develop action plans with service criteria and objectives to increase ridership, control costs, improve quality, increase the benefits of the Capitol Corridor and better integrate other corridor public transit systems with Capitol Corridor Service. Each action will be part of the CCJPA's overall management of the passenger train and feeder bus service in a highly competitive travel market. The goal will be to consider the service as a product and the rider as a customer.

1Q FY 2002-03

- Prepare market research program in cooperation with Caltrans and Amtrak.
- Refine operating plans for the 10th and 11th trains.
- Begin to implement capital improvements in the corridor programmed in the 2002 STIP.
- Update Performance Standards as necessary.
- Implement Business/Custom Class Car and related operational requirements.

2Q FY 2002-03

- Implement Capitol Corridor real time information message signs at all train stations to provide status of train service
- Install electronic information booths connected to the Internet.
- Implement and/or refine service expansion plan (11-train schedule)

- Secure additional cost efficiencies to be reinvested as service enhancement projects for the operating agreement (starting October 1, 2002).
- Conduct on-board surveys to assess ridership profile and customer assessment of Amtrak performance.
- Revise capital improvement program to update status of projects that have been recently added, completed, or modified.
- Working with Amtrak, evaluate and modify as needed fare structure and policy.

3Q FY 2002-03

- Initiate discussions for winter train service connecting to North Tahoe/Truckee/Reno area.
- Update FY 2003-04 Business Plan and introduce FY 04-05 Business Plan.
- Opening of new Auburn Train Station.
- Work with State to identify Capitol Corridor intercity rail projects to be included in the 2004 STIP Interregional Improvement Program (IIP).
- Hold Annual Public Workshops hosted by CCJPA member agencies throughout the corridor.
- Completion of initial track/signal improvements between Oakland and San Jose.

4Q FY 2002-03

- Develop FY 2003-04 marketing program, including market research.
- Conduct on-board surveys to assess ridership profile and customer assessment of Amtrak performance.
- Prepare for implementation of 12-train schedule.
- Throughout the fiscal year, monitor train and feeder bus operations and programmed capital improvement projects and website information.
- Monitor and/or expand transit transfer pass program with other interested agencies.
- Provide annual performance report and other quarterly financial, operating, and marketing reports to present an overview of the current service performance and future plans.
- As needed, publish and distribute new schedules and develop and conduct Public Information Campaign on any new schedules.
- Opening of Rocklin Station improvements.

FY 2003-04 Action Plan. While the action plan for FY 2003-04 is preliminary and will be revised during the second half of FY 2002-03, the CCJPA will, in general focus on the following:

- Opening of Oakland Coliseum Intercity Train Station.
- Work with UPRR and Amtrak to improve operational reliability (on-time performance) and implement consistent corridor-wide track/signal improvements while also increasing train frequencies (up to 12 daily round trip trains).
- Develop marketing programs, including market research in cooperation with Caltrans and Amtrak.
- Update Performance Standards as necessary.
- Work with Amtrak to secure additional cost efficiencies to be reinvested as service enhancement projects.

6. ESTABLISHMENT OF FARES

As set forth in the ITA, the CCJPA will set fares for the Capitol Corridor Service except where the Service shares its route with the San Joaquin Corridor Service between Oakland/Jack London Square and Martinez, where the fares are mutually developed. The CCJPA will develop fares in conjunction with Amtrak to ensure that the Capitol Corridor Service is attractive and competitive with other transportation modes in the corridor including the automobile. In addition to the standard one-way or round-trip fare, there are fares for monthly, and multi-ride trips over a defined time period. The monthly and multi-ride

fares are discounted and are even more competitive with other transportation modes for persons making regular, frequent trips between particular destinations.

The current fare structure, in general, is based on a one-way tariff with a round trip ticket being equal to double the one-way tariff. Generally, there are two seasonal periods for Capitol Corridor fares, peak (for summer periods) and off-season (the remainder of the year). There are also holiday fares that are slightly higher than those charged during the peak period. Discounts on tariffs are provided to seniors, students, and children under age 15. Amtrak also provides reduced fares for various groups such as AAA. The goal of fare modifications is to maximize revenue and ridership. The monthly and multi-ride tickets are already discounted and may be used year-round for all regularly scheduled train service.

FY 2002-03 Fares: For FY 2002-03, the CCJPA will work with Amtrak to assess the fare structure and associated policies and will make modifications to increase ridership and revenues. The following activities will be performed in conjunction with the CCJPA's FY 2002-03 Marketing Program (Section 9):

- Fare promotions and discounts as part of marketing and other special programs; and
- Continued promotions to increase usage of multi-ride tickets and employer-subsidized ticketing.

During FY 2002-03, several opportunities exist to use current fares to increase customer service and ridership. These options will be implemented without making major changes to Amtrak's current fares and fare structure. These include the following:

- Amtrak, as supported by the CCJPA, will implement an on-board automated fare collection system on all Capitol Corridor trains through handheld ticket readers. Benefits of this system include customer convenience, real-time information on train ridership and revenue, and cost efficiencies.
- The CCJPA will continue and expand its transit transfer program that began in 2001 to provide a seamless connection between Capitol Corridor trains and connecting transit services that ensures an easy, effective and expedient transfer mechanism for Capitol Corridor passengers and will increase overall system usage/ridership and revenues.
- The CCJPA will continue to work with Amtrak and other interested parties to provide automated ticket vending machines (TVMs) at Capitol Corridor stations that dispense multiple coupons for train-bus trips. TVMs are planned at Great America/Santa Clara, Auburn and the Santa Cruz bus station. These TVMs accept debit and credit cards and will be modified to the extent feasible to use Translink fare media.

FY 2003-04 Fares: While still preliminary, it is projected that the fare structure for FY 2003-04 will follow the program set forth in FY 2002-03. The CCJPA will perform periodic reviews of the fare structure during FY 2003-04 and make any modifications with Amtrak as necessary.

During FY 2003-04, the CCJPA will evaluate the following various fare programs where opportunities exist to use current fares to increase customer service and ridership. These options will be implemented without making major changes to Amtrak's current fares and fare structure. These include the following:

- The Metropolitan Transportation Commission (MTC) is expected to begin a test of the Translink smart-card fare collection technology in major areas in the Capitol Corridor. Based on the results of the demonstration program, the CCJPA will consider including the Capitol Corridor Service in the Translink program.
- The CCJPA will continue the transit transfer program.
- Work with Amtrak to advance the implementation of TVMs at all Capitol Corridor train stations, and where feasible, include the operational capabilities of these TVMs to use Translink fare media.

7. SERVICE AMENITIES, FOOD SERVICES AND EQUIPMENT

The CCJPA is responsible for the administration and the maintenance supervision of the state-owned fleet of rail cars and locomotives assigned to northern California. The goal of the CCJPA is to ensure equity in the operation and maintenance of equipment assigned to the Capitol Corridor and San Joaquin Corridor Services. In accordance with the ITA, the CCJPA is entrusted with (1) ensuring that the rail fleet is operated and maintained to the highest standards of reliability, cleanliness and safety, and; (2) the unique features and amenities of the state-owned equipment are utilized and maintained in accordance with the Maintenance and Transfer Agreements between the State and the CCJPA.

Service Amenities

Accessibility. The CCJPA will maintain the State's current goal to provide total accessibility to the state-owned equipment dedicated to the Capitol Corridor and San Joaquin Corridor including: on-board wheelchair lifts; two (2) spaces per car for passengers in wheelchairs in the lower level seating area; and one lavatory on the lower level which is accessible for passengers in wheelchairs.

Information Displays. The California Car is equipped with posted destination and passenger information displays that provide advance notice of station arrivals, service information, and any required public information.

Lavatories. Lavatories in California Cars incorporate several unique features including: attendant call buttons, electric hand dryers, disposable soap dispensers, and infant diaper changing tables.

Telecommunications. California food service cars used in service are each equipped with one telephone for passenger use in the lower level of the car. Plans include the expansion of 110 Volt power access to all tables to satisfy the growing demand for laptop computer plug-in.

Bicycle Access. The original cab and coach cars and newly acquired California Car coach cars have bicycle storage units that hold three (3) bicycles on the lower level of the cars. The newly acquired cab cars have storage for up to sixteen (16) bicycles on the lower level.

New Services. Two new passenger services are planned.

- The "Quiet Car" – A "quiet car" will be formally introduced, inspired by CCJPA customer demand, that will preserve one car per train, at the conductors discretion, as a car where customers can more easily sleep or relax. At this time, the CCJPA and Amtrak are finalizing the policy guidelines but the expected amenities and guidelines, as will be posted, include:
 - Dimmed lighting
 - Reduced volume on personal listening devices
 - Limited PA announcements
 - One seat per passenger
 - Conversation of any type (cell-phones, voice recorders, etc.) should occur in a regular car
 - Pagers, cellular phones, laptop computers and other electronic devices should be turned to "silent mode."
 - To comply with Federal and State Regulations, all train cars must have permanently operating emergency lights, and all luggage bin doors must be closed
- "Business/Custom Class" – One of the coach cars included on each train consist will include a renovated coach car featuring service and other detail amenities not found in the other coach cars. Features will include:
 - Window curtains
 - Morning coffee and pastry service
 - Daily periodicals

Food and Beverage Services

During FY 2002-03, the existing food and beverage service will be adjusted to support the increase to eleven (11) trains (October 2002) and twelve (12) trains (October 2003), both in terms of quantity and type of supplies. The CCJPA will work with Amtrak and others in the continued evaluation of the operation of the service including the following areas:

- Point of Sale Lockers (i.e., cash registers) in Café/Club cars
- Passenger information (e.g., menu and signs)
- Increasing capacity/patron flow and usefulness of the space in the cars
- Securing and accounting for stock and materials (e.g., inventory and storage)
- Mid-trip re-stocking and hours of operation
- Food and beverage quality assurance

The purpose of this evaluation is to increase the sales per customer, improve customer satisfaction, and enhance the efficiency of the operation. These efforts by the CCJPA will be coordinated as necessary with the San Joaquin Corridor food and beverage service.

Equipment Maintenance, Acquisition, and Renovation

CCJPA staff continues to work closely with Caltrans and Amtrak to refine the maintenance and operations programs to improve the reliability, safety and cost effectiveness of the rail fleet. There are many exciting developments with the rail fleet and services now unfolding and planned for FY 2002-03.

New Equipment. The first major fleet expansion since the initial inception in 1995-96 of the original California Cars and Locomotives began in FY 2000-01.

- Six (6) new F59PHI locomotives have recently been added to the fleet. They are equipped with the latest technology in fuel efficiency and emission controls.
- 10 new passenger coaches will be delivered in February 2002. Some of the upgraded features incorporated in the new cars are:
 - Larger, more comfortable seats
 - 110 volt outlets at every seat
 - Expanded Baggage/Bicycle storage
 - Improved suspension, air conditioning, door and lavatory systems
- Along with the new coaches, the Capitol Corridor will be receiving 2 new Café/Coach cars in March 2002. They will feature lower level café service and upper level passenger seating for added seating capacity.

Rehabilitation and Modification Programs. During FY 2002-03 CCJPA, Caltrans, and Amtrak will continue to work on numerous projects and improve the appearance and condition of the rail fleet.

- The original fleet of locomotives is in the process of getting the auxiliary power motors (HEP) rebuilt. Caltrans is also preparing a request for proposal for main engine rebuild, to bring the whole fleet up to date.
- Repaint – The original 66 cars will have the exterior graphics painted to match the new cars.
- Diner Carpet and Upholstery – All 14 café cars will have new interiors to complement the recently upgraded coaches.
- HVAC Rebuild – The air conditioner units will receive a complete overhaul to improve their efficiency and passenger comfort.
- Suspension Upgrade – A re-engineered suspension package will be tested that should improve ride quality and result in maintenance cost savings.

New Oakland Maintenance Facility. Amtrak and Caltrans are funding a new maintenance facility for Amtrak long-distance and State-supported Capitol Corridor and San Joaquin trains. The environmental documents, permitting, and design plans are complete and the procurement bid documents will be released with a construction start date in Spring 2002 with the facility anticipated to be open and operating in Spring 2004. The facility will include:

- A new repair shop
- A train washer
- A service, inspection, and fueling track
- Storage tracks
- A crew base and commissary

8. MARKETING STRATEGIES

The focus of the CCJPA's marketing program utilizes grass-roots local marketing efforts to increase awareness of the Capitol Corridor Service - train route and stations, fare options and destinations and attractions near the stations. These grass-roots efforts are supported by participation in larger scale media campaigns, achieved through cost-effective partnerships with the State, Amtrak, CCJPA member agencies, and other marketing partners.

FY 2002-03 Marketing Program

The CCJPA's FY 2002-03 Marketing Program is to promote the addition of the 10th and 11th train, increase brand awareness throughout the service region, and to meet the increased ridership projections through the following initiatives:

Corridor-wide Cross-Promotional Marketing Efforts:

- Develop major media campaigns to inform leisure travel and business travel markets about service expansions/improvements and special events and destinations/attractions (e.g., Cal Expo).
- Explore unique promotions of regularly scheduled train trips to seasonal events and destinations such as the Train Treks School Group program.
- Explore optimizing regularly scheduled feeder bus stops at high traffic generators, such as Marine World, Pier 39 and new opportunities such as service to the new baseball stadium (Pac Bell Park) in San Francisco.

Joint Marketing:

- Work with Amtrak and Caltrans on joint media and promotion opportunities to achieve cost-efficiencies in marketing both the Capitol Corridor and San Joaquin service (e.g. joint Oakland Raiders/Oakland A's promotions, participation in statewide tourism promotion programs).
- The CCJPA will explore innovative and emerging marketing techniques to enhance brand awareness at the local level. This will include development of various collateral pieces and premium items for improved visibility and impressions at events and other outlets, such as possible vehicle advertising wraps, beverage jacket promotions, logo merchandise, etc.

Passenger Communications Systems:

- Monitor the installation and operation of real-time information signs at Capitol Corridor train stations to update customers on train status and arrival/departure times and evaluate potential for revenue-earnings from advertising.
- Monitor the installation and operation of Internet information kiosks that will provide passengers at selected Capitol Corridor train stations access via the worldwide web to free public transportation information as well as other internet services for a fee.

Outreach efforts with Capitol Corridor Communities:

- Expand the joint outreach pilot program to interested Capitol Corridor communities to develop and implement local marketing strategies in order to raise support for and awareness of the importance of the Capitol Corridor Service in that community.
- The CCJPA will continue to produce an annual performance report to promote the success of the service and its benefits to the local communities.

Website:

- Continue promotion and monitoring of the redesigned Capitol Corridor website. The website improves presentation of up-to-date information on the service operations, marketing promotions, local stations and attractions, and other relevant information on the CCJPA and the service:
- Reciprocal connections to CCJPA member agencies, Amtrak, Caltrans, and local community websites.
- New features and updated presentations have been added to encourage repeat visits and generate interest in the service.
- The CCJPA receives customer comments and questions from non-users to the CCJPA home page. Feedback from customers via the website will continue to be responded to on a regular basis.

Rail Safety:

- The CCJPA is involved in safety issues that concern rail passenger trains and stations. Working with and through Operation Lifesaver, a voluntary effort of railroads, safety experts, law enforcement, public agencies and the general public, the CCJPA, with Amtrak and Caltrans, will provide initiatives and support for the three-pronged Operation Lifesaver push on rail safety through education, engineering and enforcement.

FY 2003-04 Marketing Program

The CCJPA's FY 2003-04 Marketing Program is to promote the addition of service and to meet the increased ridership projections through the following initiatives:

- Corridor-wide Marketing efforts: The CCJPA will continue major media campaigns to inform leisure travelers and business travelers and other potential markets about service expansions/improvements, available fares and special events and destinations/attractions.
- Joint Marketing efforts: The CCJPA will refine its joint marketing efforts with Amtrak and Caltrans based on the results of FY 2002-03 programs to maximize cost-efficiencies in marketing both the Capitol Corridor and San Joaquin service.
- Outreach efforts with Capitol Corridor Communities: Using the results of pilot programs in FY 2002-03, the CCJPA will continue its broad-based joint outreach program to all communities along the Capitol Corridor.
- Brand Awareness Development: The CCJPA will continue to use innovative and emerging marketing techniques to enhance brand awareness at the local grass-roots level, and seek opportunities to partner in large-scale media campaigns.
- Website: Continue promotion and monitoring of the Capitol Corridor website. Expand features to include virtual tours and subscription newsletter service. Continue to update content to encourage repeat visits and generate interest in the service.

9. ANNUAL FUNDING REQUIREMENT: COSTS AND RIDERSHIP PROJECTIONS

The purpose of this Business Plan, as identified in the ITA, is to request the annual funds required by the CCJPA to operate, administer and market the Capitol Corridor Service for agreed-upon service levels. Previous sections in this document describe the proposed operating plan and strategies and planned service improvements, and capital improvements for FY 2002-03 and FY 2003-04.

FY 2002-03 and FY 2003-04 Operating Costs

Based on the Operating Plan and Strategies (Section 3), Amtrak has provided its best estimate for the FY 2002-03 operating costs and the CCJPA has estimated preliminary operating costs for FY 2003-04. These costs are shown in Table 9-1 and include the basic train service and associated feeder bus (routes 20, 21, 22, and 23) service.

FY 2002-03 and FY 2003-04 Ridership and Revenue Projections

Table 9-1 identifies the Amtrak's draft FY 2002-03 and CCJPA's preliminary FY 2003-04 ridership and revenue estimates.

FY 2002-03 and FY 2003-04 Marketing Expenses

The CCJPA's marketing budget for FY 2002-03 and FY 2003-04 will fund the respective year's Marketing Programs presented in Section 8. The CCJPA and Caltrans will develop the budgets. The preliminary budget estimates are illustrated in Table 9-1 and represent only those direct expenses attributed to the CCJPA and does not include any costs for marketing programs provided solely by Amtrak or the State.

FY 2002-03 and FY 2003-04 Administrative Expenses

Table 9-1 identifies the preliminary estimate for the FY 2002-03 and FY 2003-04 CCJPA administrative budgets. These funds support the following administrative activities of the CCJPA for the Capitol Corridor Service:

The Capitol Corridor Service, as administered by the CCJPA, will remain a part of the State's intercity rail system and continue to be funded by the State. The CCJPA will provide the level of service consistent with funding appropriated by the Legislature and allocated by the State. Cost savings identified by the CCJPA or revenues (from fares and on-board food and beverage sales) in excess of the business plan projections during the term of the ITA will be used by the CCJPA for service improvements in the corridor (see Section 1).

Table 9-1
CCJPA FY 2002-03 – FY 2003-04 Funding Requirement
Capitol Corridor Service

Expense Category	FY 2002-03			FY 2003-04
	9 Trains	10th and 11th Trains	TOTAL	12 Trains
Service Plan (a)	Oct. 2002 - Sept. 2003	Oct. 2002 - Sept. 2003	Oct. 2002 - Sept. 2003	Oct. 2003 - Sept. 2004
Ridership (b)	1,383,400	86,300	1,469,700	1,714,700
Operating Expenses (b)				
Train	\$35,733,000	\$3,280,000	\$39,013,000	\$44,671,000
Bus	\$3,894,000	\$0	\$3,894,000	\$3,972,000
Subtotal-Operating Cost	\$39,627,000	\$3,280,000	\$42,907,000	\$48,643,000
Revenue (b)				
Train	\$13,464,000	\$910,000	\$14,374,000	\$16,968,000
Bus	\$1,529,000	\$0	\$1,529,000	\$1,606,000
Subtotal-Revenue	\$14,993,000	\$910,000	\$15,903,000	\$18,574,000
Subtotal- Operating Cost	\$24,634,000	\$2,370,000	\$27,004,000	\$30,069,000
Amtrak Operating Cost (c)	\$695,000	\$120,000	\$815,000	\$1,050,000
CCJPA Funding Requirement				
CCJPA Operating Cost	\$23,939,000	\$2,250,000	\$26,189,000	\$29,019,000
Equipment Capital Cost (d)	\$0		\$0	\$ - -
Insurance for State-Owned Equipment (e)	\$327,000	\$55,000	\$382,000	\$470,000
Minor Capital Projects (f)	\$325,000		\$325,000	\$325,000
Subtotal – CCJPA Operating Expenses	\$24,591,000	\$2,305,000	\$26,896,000	\$29,814,000
Marketing Expenses (g)	\$1,209,200		\$1,209,200	\$1,245,500
Administrative Expenses (h)	\$1,310,400		\$1,310,400	\$1,362,800
Total CCJPA Funding Request	\$27,110,600	\$2,305,000	\$29,415,600	\$32,422,300

- (a) Service plan for FY 2002-03 (October 2002 - September 2003) builds upon the 9 daily round trips between Oakland and Sacramento with the addition of the 10th and 11th weekday round trips (9 round trips on weekends/holidays) between Oakland and Sacramento with 7 daily trains to San Jose, 3 daily trains to Roseville and up to two daily trains to Auburn. Service plan for FY 2003-04 (October 2003 – September 2004) will expand service to 12 weekday (11 round trips on weekends/holidays) between Oakland and Sacramento with 11 weekday trips to San Jose (9 round trips on weekends/holidays), 4 daily trains to Roseville and 2 daily trains to Auburn.
- (b) Amtrak provided final estimates for ridership, revenue, and operating costs for FY 2002-03. CCJPA developed preliminary estimates for FY 2003-04.
- (c) Amtrak provides operating assistance for transbay bus service between Emeryville and San Francisco only, while the CCJPA pays the entire operating loss for the dedicated feeder bus routes. In addition, Amtrak provides funds to support the train operating costs, some of which are shown in Table 9-1 while costs that are incurred by Amtrak (general support, sales/marketing and other administrative costs) that will not be accrued in the operating budget contracts.
- (d) With the state's recent acquisition of additional locomotives and cars, it is assumed that the lease of additional equipment will not be required.
- (e) Amtrak procures insurance coverage for state-owned equipment that is operated for service.
- (f) Expenses to be allocated for small or minor capital projects.
- (g) The FY 2002-03 marketing expenses is the FY 2001-02 marketing expense (\$1,174,000) adjusted for inflation per the ITA at an annual estimated rate of 3.0%. The FY 2003-04 marketing expense adjusts the FY 2002-03 marketing expense by an inflation factor of 3.0%. Does not include contributions by Amtrak or additional resources provided by the State as part of market research program.
- (h) The FY 2002-03 CCJPA administrative expenses are adjusted for inflation per the ITA at annual estimated rate of 4.0%. The FY 2002-03 CCJPA administration expenses are also increased at an inflation rate of 4% to develop the FY 2003-04 administration budget.

10. SEPARATION OF FUNDING

As identified in the Joint Exercise of Powers Agreement (JEPA) for the CCJPA, the Controller-Treasurer of the Managing Agency of the CCJPA shall perform the functions of Treasurer, Auditor, and Controller of the CCJPA. BART's agreement with the CCJPA to serve as the Managing Agency for the CCJPA has been extended through February 2005. As such, BART has established the appropriate accounting and financial procedures to insure that the funds appropriated and otherwise secured during FY 2002-03 and FY 2003-04 for the CCJPA to support the Capitol Corridor Service are solely expended to operate, administer, and market the Service.

As identified in the ITA, the State shall perform audits and reviews of financial statements of the CCJPA with respect to Capitol Corridor Service. In addition, the CCJPA requires that the Controller-Treasurer shall provide for an annual independent audit of the accounts of the CCJPA within six (6) months of the close of the state fiscal year.

11. CONSIDERATION OF OTHER SERVICE EXPANSIONS AND ENHANCEMENTS

This section presents service expansion and enhancement opportunities beyond the CCJPA's FY 2002-03 and FY 2003-04 service plans and funding requirements. Planning and the potential for new services will require securing capital improvements, additional operating funds and institutional agreements.

Additional Service Expansion

The CCJPA will continue working with Amtrak and Caltrans to increase train service levels on the Capitol Corridor. Caltrans has included the CCJPA in its development of the *California Rail Passenger Program Report (FY 2000-01-FY 2010-11)*, which identifies the CCJPA's expansion goal of 16 daily round trips in the Capitol Corridor. Amtrak has prepared a 10-year ridership and operations plan that also identifies the CCJPA's goal of 16 daily round trips in the corridor by 2011. The CCJPA will utilize the reports to develop and implement its vision of bi-directional hourly service from 6 a.m. to 10 p.m. and the extension of Capitol Corridor Service to Reno/Sparks (via Truckee).

The CCJPA has set forth and adopted a Train Service Policy that supports the future extensions to new markets beyond the Capitol Corridor. It encourages partnerships among the several passenger railroad services and local/regional transportation agencies to insure that these extensions provide mutual economies from cost sharing for joint facilities and equipment. Current working relationships have developed with:

- San Joaquin Corridor Service;
- Amtrak long distance service (i.e., California Zephyr and Coast Starlight);
- Altamont Commuter Express service (Stockton-Livermore-San Jose);
- Caltrain service (Gilroy/San Jose-San Francisco);
- California High Speed Rail Authority
- Enhancements to Levels of Capitol Corridor Service (i.e., proposed commuter rail services along corridor)

Beyond the proposed extensions of Capitol Corridor Service, future service enhancements between the three urban centers located in the Capitol Corridor (Sacramento, Oakland/San Francisco and San Jose) present the opportunity to achieve significant ridership increases. These service enhancements are in the preliminary planning stages to determine the feasibility and funding opportunities for the operation and necessary capital improvements to provide these additional rail services.

Sacramento Markets. Sacramento Regional Transit (RT), Yolo County Transportation District, Solano Transportation Authority, and the Placer County Transportation Planning Agency (PCTPA), both CCJPA member agencies, have requested the CCJPA to evaluate the 65-mile corridor between Auburn and Davis for increased passenger rail service with the possible adoption of Dixon in Solano County. This would be regional rail service integrated with the Capitol Corridor intercity trains and would provide a greater level of trains to service business travelers between the rapidly growing residential areas in Yolo and Placer counties and job centers in Placer and Sacramento counties.

San Francisco/Oakland Markets. As part of its Regional Transportation Plan (RTP), MTC identified additional passenger rail service within a 60-mile segment of the Capitol Corridor between Solano County and Oakland/San Francisco. To meet the high potential demand for more trains to serve increased business or work related travel markets, recently, as supported by the MTC Regional Transportation Plan, the Solano Transportation Authority, BART, and Contra Costa transportation agencies began developing a comprehensive program to implement commuter rail service integrated with the Capitol Corridor intercity trains.

Silicon Valley/Santa Clara County Markets. Notwithstanding the current economic slowdown in Northern California, long-term projections indicate continued job and housing growth in Santa Clara County/Silicon Valley. With the congested I-80, I-880, and I-680 corridor, Santa Clara County residents passed Measure A in November 2000 that indicated their commitment to fund the extension of BART from Southern Alameda County to San Jose. This proposed BART extension would be integrated into existing and additional Capitol Corridor trains to/from San Jose/Silicon Valley.

Appendices

Appendix A

Capitol Corridor Historical Performance

Historical Service Statistics

Fiscal Year	Daily Trains	Total Ridership	%Change Prior Year	Riders per day	Revenue*	%Change Prior Year	Operating Expense*	%Change Prior Year	Farebox Ratio*	State Costs*	%Change Prior Year
SFY 91/92 (a)	3 RTs	173,672	--	864	\$1,973,255	--	\$4,848,967	--	40.7%	\$1,592,907	--
SFY 92/93	3 RTs	238,785	--	650	\$2,970,103	--	\$8,333,093	--	35.6%	\$6,712,017	--
SFY 93/94	3 RTs	364,070	52.5%	1,000	\$3,598,978	21.2%	\$9,911,735	18.9%	36.3%	\$6,714,761	0.0%
SFY 94/95	3 RTs	349,056	-4.1%	960	\$3,757,146	4.4%	\$9,679,401	-2.3%	38.8%	\$6,012,315	-10.5%
SFY 95/96 (b)	4 RTs	403,050	15.5%	1,100	\$4,805,072	27.9%	\$11,077,485	14.4%	43.4%	\$6,434,940	7.0%
SFY 96/97	4 RTs	496,586	23.2%	1,360	\$5,938,072	23.6%	\$20,510,936	85.2%	29.0%	\$9,701,519	50.8%
FFY 97/98 (c)	4 RTs	462,480	-6.9%	1,270	\$6,245,105	5.2%	\$20,527,997	0.1%	30.4%	\$11,404,143	17.6%
FFY 98/99 (d)	5/6 RTs	543,323	17.5%	1,490	\$7,314,165	17.1%	\$23,453,325	14.3%	31.2%	\$16,022,024	40.5%
FFY 99/00 (e)	6/7 RTs	767,749	41.3%	2,100	\$9,115,611	24.6%	\$25,672,749	9.5%	35.7%	\$16,440,540	2.6%
FFY 00/01 (f)	7/9 RTs	1,073,419	39.8%	2,941	\$11,675,117	28.1%	\$28,696,741	11.8%	40.7%	\$17,219,932	4.7%
FFY 01/02 (g)	9 RTs	524,639	N/A	3,470	\$5,812,569	N/A	\$10,620,455	N/A	36.2%	\$6,824,902	N/A

* Cost statistics include train service as well as bus service

RT=Round trip

SFY=State Fiscal Year (July 1- June 30)

FFY=Federal Fiscal Year (October 1-September 30)

a. Statistics available for partial year only because service began in December 1991.

b. Fourth round-trip began in April 1996.

c. Statistics presented for FFY 97/98 and each subsequent FFY to conform with Performance Standards developed by BT&H

d. 5th train began on October 25, 1998 and 6th train began on February 21, 1999.

e. The 6th train ended February 27, 2000; a 7th train was added February 28, 2000

f. The 8th and 9th trains were added April 29, 2001

g. Ridership and revenue shown is the period October 2001 through March 2002. The operating expense and farebox ratio is shown for the period October 2001 through January 2002

Appendix B

Programmed or Completed Capitol Corridor Projects (As of January 2002)

Programmed or Completed Projects (Preliminary and Tentative - Subject to revision)	Costs
Station Projects	
Colfax	\$2,508,165
Auburn	\$2,170,957
Rocklin	\$1,964,181
Roseville	\$1,607,404
Sacramento	\$8,224,613
Davis	\$5,311,643
Fairfield/Vacaville (a)	\$900,000
Suisun/Fairfield	\$3,807,841
Martinez	\$31,183,450
Richmond	\$8,268,155
Berkeley	\$1,677,120
Emeryville	\$8,345,080
San Francisco-Ferry Building	\$578,842
Oakland-Jack London Square	\$18,569,077
Oakland-Coliseum	\$4,597,000
Hayward	\$1,145,000
Fremont-Centerville	\$2,314,050
Great America/Santa Clara	\$3,082,627
San Jose-Diridon	\$23,895,042
Station Kiosks	\$500,000
Platform Signs	\$23,101
Real-time message signs (design)	6,500
<u>Other (b)</u>	<u>\$1,970,575</u>
Subtotal-Station Projects	\$132,650,423
Track and Signal Projects	
Placer County	\$500,000
Auburn Track and Signal Improvements	\$350,000
Sacramento-Roseville (3 rd Track) Improvements (Preliminary design and environmental documentation)	\$450,000
Yolo Causeway Design-Engineering	\$2,200,000
Sacramento-Emeryville	\$60,219,132
Oakland-Santa Clara (Hayward Line) [1991]	\$14,900,000
Niles Junction - Newark (Centerville Line) (c)	\$6,000,000
Sacramento-San Jose C-Plates	\$14,156
Oakland-San Jose [1999]	\$22,700,000
San Jose 4 th Track	\$7,300,000
<u>Harder Road (Hayward) Undercrossing (2001)</u>	<u>\$600,000</u>
Subtotal - Track and Signal Projects	\$115,233,288
Maintenance and Layover Facility Projects	
San Jose (Pullman Way) Maintenance Facility	\$5,789,862
Oakland Maintenance Facility (opening Spring 2004)	\$54,495,956
Oakland Maintenance Base (existing)	\$253,472
Colfax/Auburn Layover Facility (d)	\$691,956
Roseville Layover Facility	\$157,702
<u>Sacramento Layover Facility</u>	<u>\$944,257</u>
Subtotal - Maintenance and Layover Facility Projects	\$62,333,205
Rolling Stock (California Cars and Locomotives) (e)	\$235,282,226
TOTAL - Programmed or Completed Projects	\$545,499,142

Note: a. Environmental, design/engineering, and right-of-way only.

b. Wheelchair lifts, ADA studies, and other station equipment.

c. Estimate from San Joaquin County for introduction of ACE service.

d. Placer County TPA will reprogram funds from Colfax to Auburn for a layover facility in Placer County

e. Includes existing and future delivery of state-owned locomotives and cars in Northern California equipment pool to be assigned to Capitol Corridor and San Joaquin Trains

Appendix C

Capitol Corridor Performance Standards FFY 2000-01 to FFY 2003-04

PERFORMANCE STANDARD	T&B #	FFY 2000-01				FFY 2001-02	FFY 2002-03	FFY 2003-04
		ACTUAL	STANDARD	VARIANCE ACTUAL TO STANDARD	PERCENT CHANGE	STANDARD	STANDARD	PRELIMINARY STANDARD
NUMBER OF DAILY ROUND TRIPS (SAC-OAK)		7/9 @	7/9 @			9#	9/11~	12^
USAGE								
Route Ridership	#	1,073,419	963,080	110,339	11.5%	1,264,200	1,469,700	1,714,700
Average Daily Ridership	#	2,941	2,639	302	11.5%	3,464	4,027	4,690
Percent Change in Route Ridership	#	39.8%	\$	\$	\$	17.8%	16.3%	16.7%
Percent Change in Train Passenger Miles		30.2%	\$	\$	\$	19.2%	15.9%	17.2%
Percent Change in Train Miles		36.0%	\$	\$	\$	12.8%	27.6%	13.2%
Passenger Miles per Train Mile (PM/TM)		106.6	96.8	9.8	10.1%	112.7	102.3	106.0
COST EFFICIENCY								
Farebox Ratio (Train and Bus Service)	#	41%	35%	5.7%	-	39%	37%	38%
Percent Change in Total Revenue	#	28.0%	-	-	-	18.3%	15.1%	16.8%
Percent Change in Total Expenses	#	14.3%	-	-	-	21.1%	22.2%	13.4%
Train Revenue per Train Mile	\$	15.46	\$ 15.46	\$ -	0.0%	\$ 16.23	\$ 14.77	\$ 15.40
Train Revenue per Passenger Mile (Yield)	\$	0.145	\$ 0.148	\$ (0.003)	-2.1%	\$ 0.144	\$ 0.144	\$ 0.145
Train Expenses per Train Mile	\$	37.55	\$ 38.81	\$ (1.26)	-3.2%	\$ 40.73	\$ 40.08	\$ 40.55
Train Only State Cost per Train Mile	\$	22.09	-	-	-	\$ 28.00	\$ 25.31	\$ 25.15
Train Only State Cost Per Passenger Mile	\$	0.21	-	-	-	\$ 0.25	\$ 0.25	\$ 0.24
SERVICE QUALITY								
On Time Performance		78%	90%	-12%	-	90%	90%	90%
Percent of California Car Fleet Available		89%	80%	9%	-	87%	87%	87%
OPERATING RESULTS								
TRAIN AND BUS	#							
Total Revenue	\$	11,675,117	\$ 11,027,050	\$ 648,067	5.9%	\$ 13,815,000	\$ 15,903,267	\$ 18,574,000
Total Expenses	\$	29,001,746	\$ 30,337,050	\$ (1,335,304)	-4.4%	\$ 35,113,750	\$ 42,906,940	\$ 48,643,000
Total State Operating Cost *	\$	18,005,447	\$ 19,912,500	\$ (1,907,053)	-9.6%	\$ 21,736,250	\$ 26,895,673	\$ 29,814,000
TRAIN ONLY								
Train Only Revenue	\$	10,457,231	\$ 9,702,000	\$ 755,231	7.8%	\$ 12,380,000	\$ 14,374,000	\$ 16,968,000
Train Only Expenses	\$	25,394,875	\$ 26,246,000	\$ (851,125)	-3.2%	\$ 31,064,800	\$ 39,013,000	\$ 44,671,000
Train Only State Operating Cost	\$	14,937,644	-	-	-	\$ 21,355,000	\$ 24,639,000	\$ 27,703,000
Passenger Miles		72,098,447	65,489,440	6,609,007	10.1%	85,965,900	99,606,000	116,774,600
Train Miles		676,290	676,290	-	0.0%	762,750	973,450	1,101,700

* - Includes payments to Amtrak for use of equipment (including insurance) and minor capital costs. Not included in any other line item.

- - Represents fixed price contract cost for FFY 2001-02 and proposed budget for FFY 2002-03. Actual contract cost may be lower, but not higher for FFY 2002-03.

¶ - Per Business Plan Update/Amtrak Contract

@ - Eighth and ninth trains added 4/29/01

- Standards and measures assume 9-train service level.

~ - Base level of service is nine daily round trip trains with the addition of the tenth and eleventh trains proposed to be added in October 2002.

^ - Base level of service is eleven daily round trips with the addition of a twelfth train proposed to be added in October 2003.

NOTE 1 - Performance measures not calculated where no standard was developed.

NOTE 2 - Percents of change not shown when measure itself is a percent.

Appendix D

How's Business?

Ridership

THE CAPITOL CORRIDOR

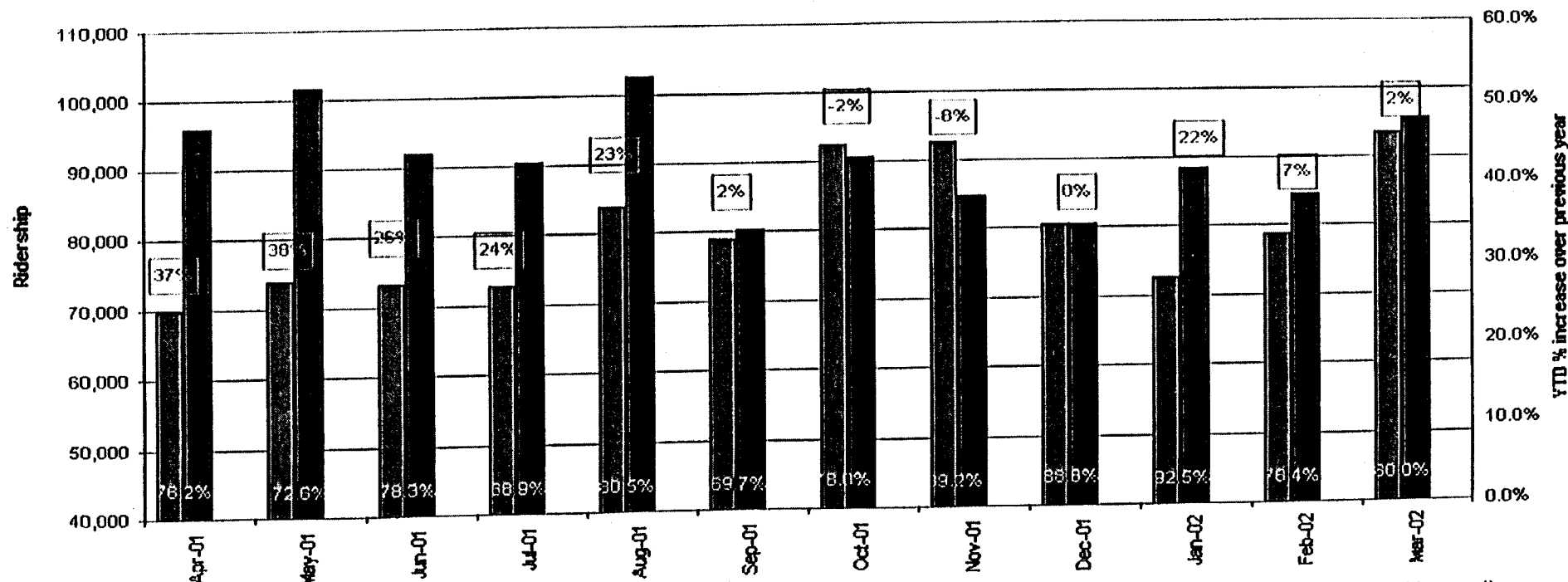
COLFAX • SACRAMENTO • DAVIS • GUNN/FAIRFIELD • MARTINEZ • OAKLAND/SAN FRANCISCO • SAN JOSE



Capitol Corridor Performance Ridership Trends FFY 02 vs. FFY 01

13.0% Overall 12-Month Growth
54.2% Overall Prior 12 Month Growth Period

Ridership Last 12 Months=1,087,595
Ridership Prior 12 Month Period=962,862



Yellow numbers represent monthly on time performance for the last 12 months

Green numbers in squares represent monthly ridership growth